



# UNITED STATES AIR FORCE

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*Commander, Air Force Materiel Command*

*Developing, Fielding, and Sustaining America's Air and Space Force*

**DoD Logistics Conference**

**13 March, 2002**



# Overview



- **Transformation**
- Chief of Staff Logistics Review
- Long-term Depot Maintenance Strategy
- Spares Campaign
- Depot Maintenance Review Team



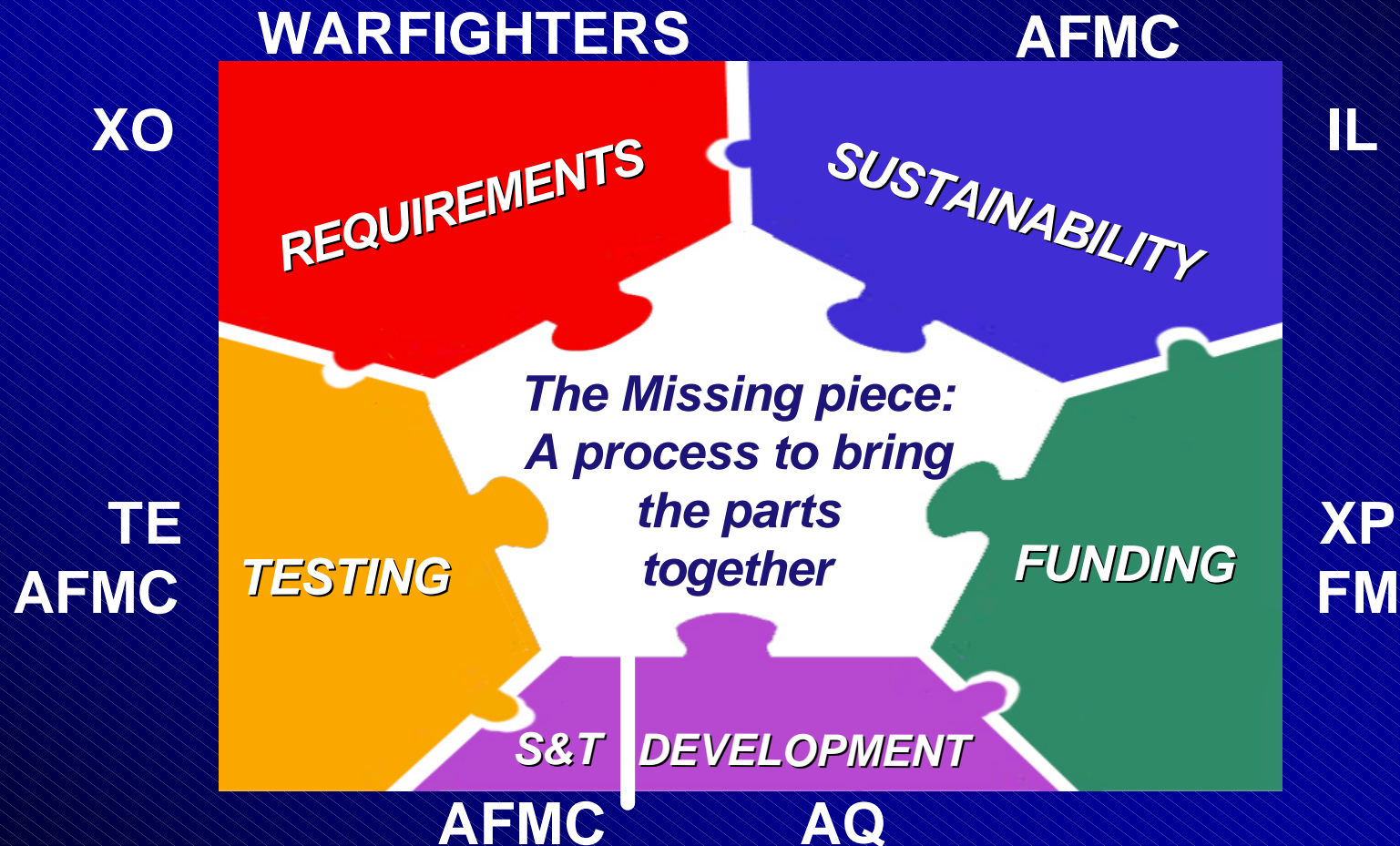
# The Challenges of Transformation





# Current State

## Too Many Disconnected Seams

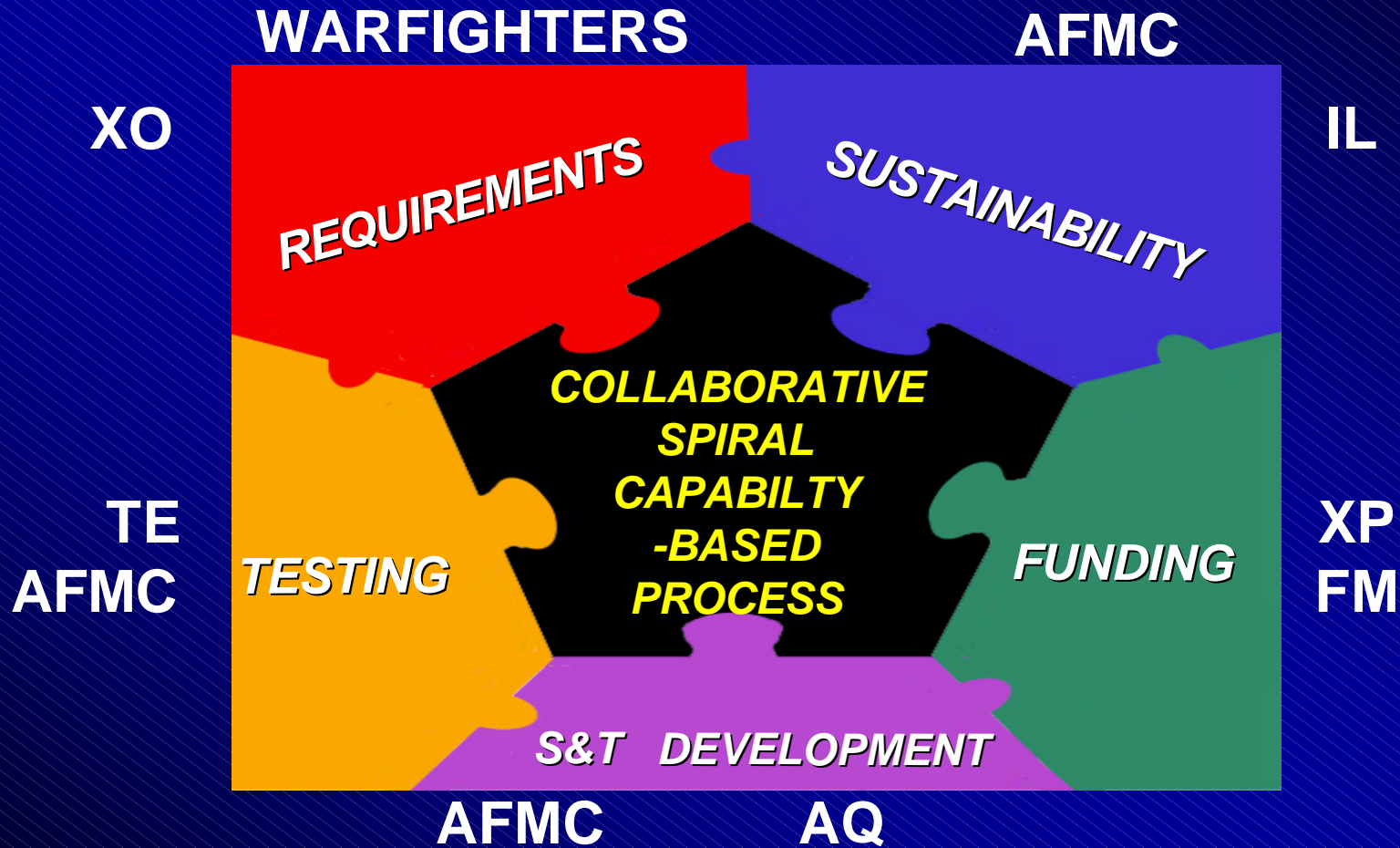


***Missing Piece: Collaborative, Spiral, Capability-based Acquisition Process***



# Desired End State

## Collaborative--Seamless



*Agility, Urgency, Discipline and Collaboration are Paramount*





# Logistics Transformation



Chief of Staff  
Logistics Review



Depot Maintenance  
Review Team



**Long-term Depot  
Maintenance  
Strategy**

Spares Campaign



Agile combat support to warfighter while  
maintaining organic technical competence



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- Depot Maintenance Reengineering and Transformation





# CLR Purpose



- Identify wing-level operations and logistics issues
- Strengthen processes to fix disconnects / gaps
- Provide policy, procedures, training, discipline, and enforcement
- Improve combat readiness in EAF





# Major CLR Issues

## CORONA Fall ✓

## CORONA South ✓ +

Test

Tech Training/ Officer Development	Materiel Management	Contingency Planning	Sortie Prod/ Fleet Health
<ul style="list-style-type: none"><li>• Training Managers available ✓</li><li>• Wartime task training/standards ✓</li><li>• Align training w/EAF ✓</li><li>• SNCO development ✓</li><li>• Refine core log career field ✓</li><li>• Develop "Logistics Weapon School" ✓ +</li><li>• Improve cross flow management ✓</li><li>• Two track logistics officer career path ✓</li></ul>	<ul style="list-style-type: none"><li>• Pipeline performance metrics ✓</li><li>• Std RSS policy/ processes; develop RSS tools/metrics ✓</li><li>• Merge Supply and Transportation squadrons ✓</li><li>• Improve combat C2 decision support ✓</li><li>• Reach back, visibility, and follow-up tools ✓</li></ul>	<ul style="list-style-type: none"><li>• Develop EAF goals contingency planning metrics ✓</li><li>• Define EAF site survey, deployment, beddown policy ✓</li><li>• JOPES certification and qualification policy ✓</li><li>• Standardize Log Plans Alignment ✓ +</li></ul>	<ul style="list-style-type: none"><li>• Balance sortie prod and fleet health ✓</li><li>• OG/LG responsibilities ✓</li><li>• Develop metrics &amp; senior leader handbook ✓</li><li>• CUT utilization ✓</li><li>• Senior leader (CCs) maintenance trng ✓</li><li>• 100 ARW maintenance</li><li>• Maintenance Operations Center (MOC) ✓ +</li></ul>



# Major AF CLR Accomplishments



- Testing started 13 Aug 01 on selected initiatives
- Stood-up 7 provisional Log Readiness Sqns
- Realigned selected functions under LG/CC
- Merged Aircraft and Munitions/Missile Maint. Officers into one career field
- Combined Sups/Trans/Log Plans Officers into Logistics Readiness Officers (LROs)
- Testing ended Feb 02, final MAJCOM reports due to AF/IL Mar 02



# Where AFMC Is With CLR

- Identified **CLR Constraints** within AFMC
- Developed and Fielded Draft **AFMC Implementation Plan**
- With other MAJCOMs, Developing a "**CLR in a Contract Environment**" **Annex** to the CLR Concept of Operations
- AFMC CLR Implementation will begin **1 Jul 02**



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# Roadmap for the Depots



- AF Long Term Strategy provides a roadmap for organic depot viability
  - At maximum capacity for aircraft, engines, hydraulics, & mechanical accessory workloads







# Partnerships



**Air Force must partner with private industry to achieve best support to the warfighter**



***Government Depots***



***Private Sector***



# New Technologies



- AF depots must be prepared for new technologies
  - Resolve shortfalls in core capabilities
  - Need human resources, facilities, equipment
- Must also support aging weapon systems





# Next Steps



- Solicit support of MAJCOMs, HQ USAF, SAF and Congress
- Seek additional funding for depot modernization



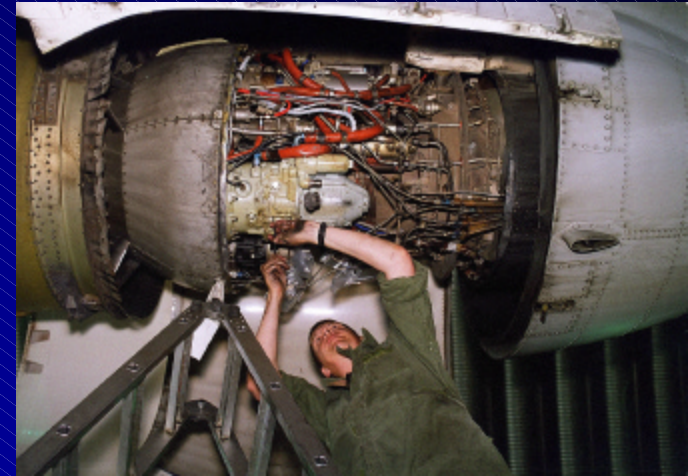
Improved Support to the Warfighter is the Key



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# Spares Campaign Background



- CSAF Approved Planning to Reshape Supply - Feb 01
  - Solutions to Improve Spares Support
- Five Process Teams Met Mar - Jun 01
  - 71 People from HAF, SAF, MAJCOMs, AFMC, DLA, & Industry
- Identified Disconnects and Proposed Solutions
- MAJCOM/LGs “Ranked” Proposed Solutions





# Spares Campaign

## Key Initiative Development

SPARES CAMPAIGN ANALYSIS

### Disconnects/Options for Implementation identified

- 47 Process disconnects organized into 12 major categories
- 190 Implementation options considered
- Resulting in 86 recommended implementation actions aligned around 20 initiatives

### Feedback and prioritization

- 20 Initiatives ranked by MAJOCM LGs
- Concentrate first on 8 key areas that show highest Payback Potential

### Implementation

- Change DLR Structure
- Improve Spares Budgeting
- Improve Financial Management
- Improve Demand & Repair Workload Forecasting
- Establish Virtual Single ICP
- Align Supply Chain Mgmt Focus
- Standardize Use and Expand Role of RSS
- Adopt Improved Purchasing & Supply Management (PSM)

Improve Depot Repair Throughput

DMRT



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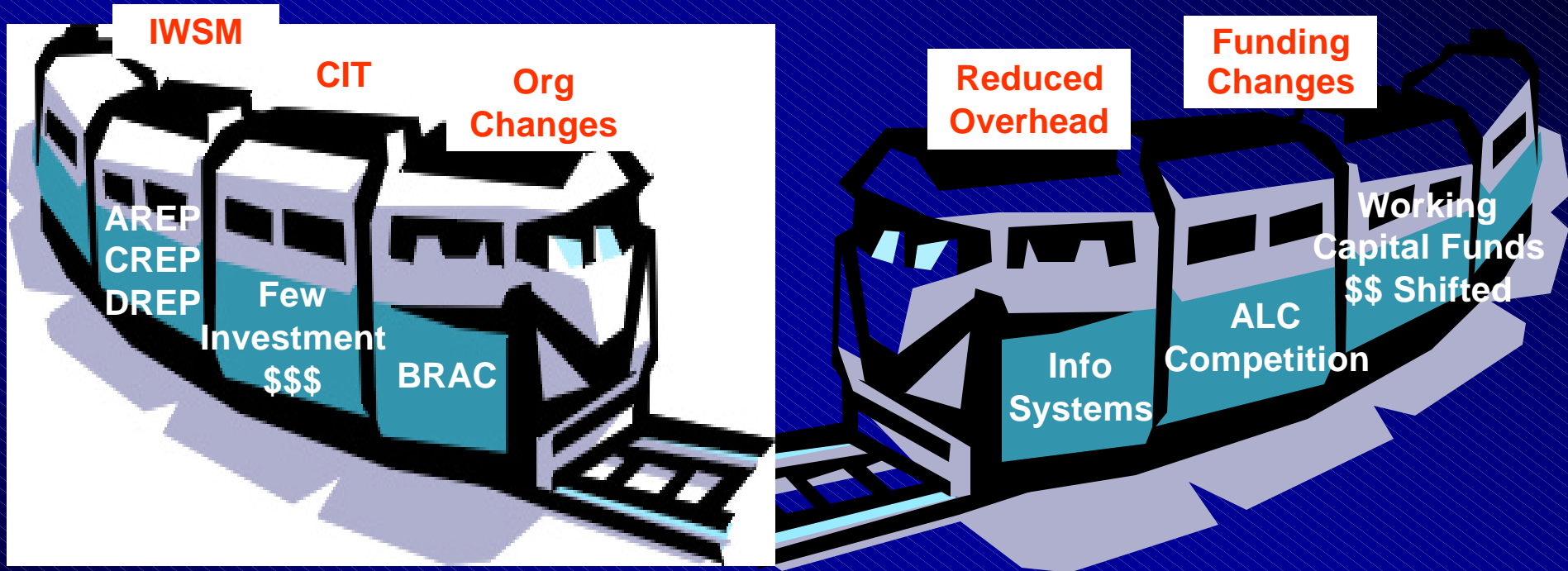


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# Why DMRT?



***Any One or Two Would Have Big Impact -  
All Combined Proved Traumatic!***

***Many Influences and Unintended Consequences***



# Eight Focus Areas



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300+ Inputs

Consolidated  
into 40+  
ISSUES

Categorized  
into 8 focus  
areas

## Workload

- Corp Strategy
- Rqmts deter proc
- Flexibility

## Financial

- Rqmts proc
- Cost growth
- Exec year costs
- WCF POM
- Accountability
- Internal controls
- Policy
- Rules-contract/  
DMAG
- Carryover limits

## Info Tech

- IT Strategy
- User friendly
- Capability

## Infrastructure

- Facilities
- Equipment
- Preventive mx
- Policy/  
procedures
- Planning

## Org Struc

- Performance
- Policy/  
Procedures
- Accountability
- Leadership dev
- Conflicting goals
- Planning
- Responsiveness
- Metrics
- Financial  
surprises

## Workforce

- New hires
- 1st line supv dev
- Career dev
- Appraisal/awards
- Hiring
- Engineering
- Multi-skill
- 1st line workload

## Material

- Forecasting
- Stock levels
- AF policy/  
processes
- Suppliers
- DLA policy/  
processes

## Metrics



# Strategy



- *Phase I – July thru Nov 01*
  - Problem Identification & Initial Solution Development

**Depot Mx Review Becomes  
Depot Mx Reengineering & Transformation**

- *Phase II – Dec 01 thru Mar 02*
  - Implementation Planning
  - Structure Developed
  - Focus Area Champions Identified
  - Implementation Plans Being Developed
- *Phase III – Mar 02 and Beyond*
  - Implementation





# Where We Are



- DMRT Re-Energized & Moving Toward Implementation
- Emphasizing Transition from Review to Implementation
- Aggressive Timeline ... Strong Sense of Urgency
- Your Continued Support Appreciated

***Transitioning from Depot Maintenance Review to  
Depot Maintenance Reengineering & Transformation***



# AFMC's Bottom Line



World leader in providing **and sustaining** innovative and responsive air and space capability



Today's challenges require the ability to quickly develop, field, and **sustain** warfighting capability!

**Warriors Supporting Warriors**





# The 8 Principal Change Areas



- **Establish Virtual Single Inventory Control Point**
  - Centralizing buy and repair decisions
- **Align Supply Chain Management Focus**
  - Try to align supply support along weapon system lines
- **Standardize Use And Expand Role Of RSS**
  - RSSs appear to be a success. Can we expand the concept to all MAJCOMS including AFMC?
- **Adopt Commercial Style Purchasing And Supply Management**
  - This is about strategic sourcing and maximizing supplier leverage



# The 8 Principal Change Areas



- **Change DLR Structure**
  - **AFMC will POM for non-consumption items**
- **Improve Spares Budgeting**
  - **Full implementation of the SRRB**
- **Improve Financial Management**
  - **Linking funding to operational outcomes will be helpful in prioritizing support decisions**
- **Improve Demand & Repair Workload Forecasting**
  - **Improved workload planning will provide tangible benefits**